



**USAID**  
FROM THE AMERICAN PEOPLE



USAID Zia Response, Kimi Rose Jones/USAID

## TRANSFORMING OUR WORKFORCE

### WORKFORCE MOBILITY AND FLEXIBILITY

USAID's largest and most valuable asset is our people: their skills, their knowledge and their experience. Due to complex challenges around the world, the Agency needs a mobile and flexible workforce. However, current hiring mechanisms do not provide sufficient staffing agility to meet current and future requirements. Numerous hiring mechanisms create management burdens and inefficient workforce planning, as well as a lack of equitable benefits.

### VISION

USAID will develop and test a new non-career excepted-service hiring mechanism that is both agile and efficient, improving the Agency's ability to hire the right talent, at the right time, in the right place, for the right duration.

## PROPOSAL

Using Office of Personnel Management (OPM) authorities, USAID will develop and test a non-career excepted service hiring category with federal benefits, using broad talent models and pay-for-performance. This option would provide bureaus and offices with greater flexibility to move talent as program requirements change. The project may include USPSCs, Institutional Services Contractors (ISCs), PASAs, Foreign Service Limited (FSLs), and Fellows. The project will not include career Civil Service, career Foreign Service, or non-U.S. citizen staff.

Pending necessary approvals from Congress and the OPM, USAID will initiate the project in Bureau for Global Health, the proposed Bureau for Humanitarian Assistance, and the proposed Bureau for Conflict-Prevention and Stabilization (formed from DCHA). Legislative authority would be required to use existing program funds for the project. Additional program funding will not be required for this project.

## KEY MILESTONES AND DELIVERABLE

Draft Demonstration Project Design (August 2018)  
Public Review for OPM Demonstration Project portion (TBD)  
Project Design Delivered to OPM (TBD)  
Project Policies and Procedures Created (TBD)  
**Project Initiated (2019/2020)**

## ANTICIPATED RESULTS

A new non-career excepted service personnel mechanism and system in Bureau for Global Health, the proposed Bureau for Humanitarian Assistance, and the proposed Bureau for Conflict-Prevention and Stabilization (formed from DCHA) that streamlines the myriad program-funded staffing mechanisms into one that will:

- Improve USAID's ability to attract, hire, and retain staff for the required duration, improving rapid response and policy priorities
- Facilitate USAID's ability to deliver on its mission more efficiently and effectively by improving management oversight, providing federal benefits, and enhancing workforce planning and transparency
- Enable crisis, humanitarian assistance, and global health programs to meet the changing needs of the Agency and the future workforce
- Improve parity of benefits, human resource support, and workforce development and satisfaction

## THE TEAM

**Project Manager:** Karma Lively  
**Project Deliverable Co-Chair:** Elizabeth Fox  
**Deputy Coordinator:** Bob Leavitt  
**Senior Leader Champion:** Erin McKee

**GET INVOLVED!** Email us at [pps-qa@usaid.gov](mailto:pps-qa@usaid.gov) and [Transformation@USAID.gov](mailto:Transformation@USAID.gov) or visit [pages.myusaid.gov/a/t3](https://pages.myusaid.gov/a/t3)